

AAdministrative
Services
Letter

08-10

**Violence in the Workplace
Prevention Policy
Managers and Supervisors**



Signed By	/s/ Marie Stephans, Chief Administrative Services Division	Number	08-10
Distribution	Managers and Supervisors	Date Issued	November 3, 2008
Subject	Violence in the Workplace Prevention Policy Managers and Supervisors	Expires	When Canceled
Guide Section	Safety	Reference	Title 8, CCR, 3203; Penal Code 171b; Title 29,654(a)(1) Cancels ASL 98-16

It is the managers and supervisor's responsibility to enforce the [Violence in the Workplace Prevention Policy](#) to provide a safe workplace for all Air Resources Board employees. It is important to identify possible early warning signs of violence and to take every threat of violence seriously either directly spoken or implied. The purpose of this Administrative Services Letter (ASL) is to provide managers and supervisors with additional information about their responsibilities as they relate to this serious issue.

Prevention

Identify warning signs and take appropriate action before an incident happens. Recognition is a vital step in avoiding potential problems. Managers and supervisors should identify possible issues and intervene before an incident occurs. Daily contact and communication with employees is imperative - know your employees and listen to them. Encourage employees to report inappropriate behavior to you.

Taking appropriate steps after violent or potentially violent behavior has been identified or reported may prevent future incidents. To assist in the process of identification of warning signs and steps to take, contact the [Crisis Management Team](#).

Before making a hiring offer, obtain required permission to read the potential candidate's official personnel file. Identify any warning signs as indicated in this ASL or evidence of a past history of violent or inappropriate behavior.

Take all threats seriously and report them to the Crisis Management Team. [Use the Incident Report \(ASD/MSB 289\)](#) to document inappropriate behavior and ask the involved employees to document the incident using this form and submit to the Health and Safety Officer within 24-hours of the incident.

Warning Signs

Not everyone who exhibits one or more of the following warning signs are potentially violent. Concern should be given to a pattern of unusual behavior.

- Attendance problems.
- Decreased productivity.
- Inconsistent work patterns – alternating periods of high and low productivity.
- Poor relationships with co-workers/supervisor – belligerent behavior, overreaction to criticism, mood swings, argues increasingly.
- Concentration problems – forgetfulness in recalling job instructions, project details, and requirements.
- Safety Issues – accident prone, recklessness.
- Poor health and hygiene – deterioration in personal grooming habits.
- Unusual or changed behavior – emotional outbursts, physical threats, delusional statements.
- Fascination with guns or weapons – frequently discussing and/or seemingly obsessed with weapons.
- Statements which display a fascination with violence, statements indicating approval of the use of violence, or identifying with perpetrators of violence.
- Evidence of possible drug/alcohol abuse.
- Evidence of serious strain in the employee's personal life – crying, excessive personal phone calls, bill collectors, recent separation or death of a loved one.
- Continual excuses, blaming, inability to accept responsibility for even the most inconsequential of errors.
- Engages in intimidating, bizarre, or paranoid behavior toward others.
- Unshakable depression – demonstrates depressed behavior for long periods of time, low energy, little or no enthusiasm, cynicism or despair.

After receiving a report or witnessing threats of an act of violence in the workplace:

Take Action Immediately

1. Remain calm.
2. Call 9-911, if danger is imminent or incident involves physical violence with sustained injuries.
3. If at any time, you feel that your safety or the safety of your employees is threatened, or you feel it is necessary to immediately de-escalate a potentially violent incident, you may order the perpetrator(s) to leave the workplace for a "cooling off" period for the remainder of his/her shift on administrative time off (ATO).
4. Escort the employee(s) out of the building; request another manager to assist and/or call building security or CHP to provide an escort.
5. Report the incident immediately to the Crisis Management Team.
6. Provide all employees with information on the availability of the [Employee Assistance Program](#).
7. Any employee who is injured and/or reports injury must be provided both [3301](#) and [3067](#) Worker's Compensation forms as specified in [ASL 99-02, Worker's Compensation Guide](#).
8. Document the incident fully, using the [Incident Report ASD/MSB 289](#) of the Violence in the Workplace Policy and submit to the Health and Safety Officer within 24 hours of the incident.
9. Work with the [Human Resources Branch Chief](#) to determine if disciplinary action is appropriate.
10. If the perpetrator is not your employee, work with the Crisis Management Team to immediately facilitate a meeting with the supervisor.

Managers of Field Activity Staff

Provide clear expectations to your employees that they are to closely follow the Special Instructions to Field Staff guidelines in the Violence in the Workplace Prevention Policy for All Employees (ASL 08-xx).

1. Require that each employee provide you with their schedule 24-hours prior to performing field duties.
2. Keep a detailed record of the following information on each field employee:
 - Daily itinerary and schedule of each staff person, including the names and contact information of anyone who accompanies the employee.
 - Addresses and contacts of the field locations the employee will be visiting.

Crisis Management Team

A team will be assembled, as appropriate, to establish a plan to deal with all violence in the workplace incidents. The members of the team may include the following:

- Health and Safety Officer
- Equal Employment Opportunity Officer
- Human Resources Branch Chief
- Appropriate management team from the division of the perpetrator
- Appropriate management team from the division of the victim
- Legal Office
- Labor Relations Office
- Law Enforcement (if appropriate)
- Communication Director (if media is involved)

Healing in the Workplace

Violence in the workplace is a serious matter and causes strain in the workplace, even among employees who are not directly involved. The [Employee Assistance Program \(EAP\)](#) is available for employees who desire counseling for anxiety, interpersonal conflicts, family issues, grief, depression, substance abuse, financial and legal issues and questions. Counseling is provided by licensed and qualified counselors and consultants. All information is privileged and handled in the same way as confidential information given to a doctor. There are no co-payments, co-insurance, or deductible payments. Employees may call 1-866-327-4762 for appointments or contact the EAP Coordinator listed in the [Directory of Administrative Services](#).

Information

Questions regarding the policy or procedures on Violence in the Workplace Prevention may be directed to the [Health and Safety Officer](#) at (916) 323-1158 as listed in the [Directory of Administrative Services](#).

Authority

[California Labor Code Section 6400-6401](#); [California Government Code Section 19572](#); [California Penal Code Section 171\(b\)](#), [Penal Code Section 71](#), [Penal Code Section 653m](#); [Government Code 14613.7](#), [14685](#), [CCR, Title 13, Division 2, Chapter 11, Article 3, Section 1861](#).